

# A Strategic Plan for the Joint Staff



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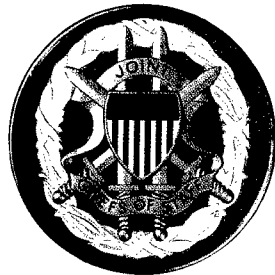
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## The Chairman's Message

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The Joint Staff is the Nation's premier military staff and contains the finest talent ever assembled. It is imperative that the necessary tools to serve all our customers well—from the President and Secretary of Defense to the warfighting CINCs—be employed.

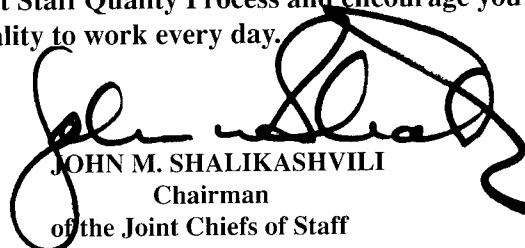


The Joint Staff Quality Process provides the means to identify and continuously improve the key processes that are central to all we do. The program gives a disciplined approach to the duties at hand—a critical path for navigating the complexities faced every day in our collective efforts as the Nation's central military staff.

Our Quality Process provides three important elements:

- A strategic plan based on vision, goals, and objectives—clear priorities for all.
- Solid metrics used to measure the effectiveness in accomplishing goals and serving critically important customers.
- A positive environment based on the management ethic that everyone has a significant stake in shaping the course of the Joint Staff.

I strongly support the Joint Staff Quality Process and encourage you to get training and put quality to work every day.

  
JOHN M. SHALIKASHVILI  
Chairman  
of the Joint Chiefs of Staff

## CJCS Vision

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**America's Military Shaping the Future:**  
**Quality People Trained, Equipped, and Ready**  
**for Joint Operations**

- **Guided by Joint Doctrine**
- **Empowered by World Class Leadership Schooled in Joint Military Operations**
- **Advantaged by America's Revolutionary Technology**
- **Rapidly Deployable Worldwide and Tactically Mobile as Never Before**
- **Enabled Through Dominant Battlefield Awareness**

*Persuasive in Peace—Decisive in War:*  
*Preeminent in Any Form of Conflict*

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## **Joint Staff Mission**

**The Joint Staff...  
A team of professionals  
supporting the Chairman and the JCS,  
meeting the Nation's security challenges  
...now and into the next century**



## Joint Staff Values

The Joint Staff is committed to the highest levels of honesty, integrity, loyalty, and the highest standards of moral and ethical conduct. The values of the Joint Staff reflect deeply held beliefs:

**People** - *Our people are key to mission accomplishment. Affirm their worth by providing quality treatment, training, clear guidance, and, most importantly, loyalty.*

**Creativity** - *Accomplishing our demanding missions with innovative and original solutions to complex problems. Continual improvement is our trademark.*

**Integrity** - *Moral courage to provide advice and make decisions in the best interests of the Nation.*

**Jointness** - *Is synergy. It is the best application of our staff's resources - people, infrastructure, dollars - to achieve common purpose and decisive victory.*

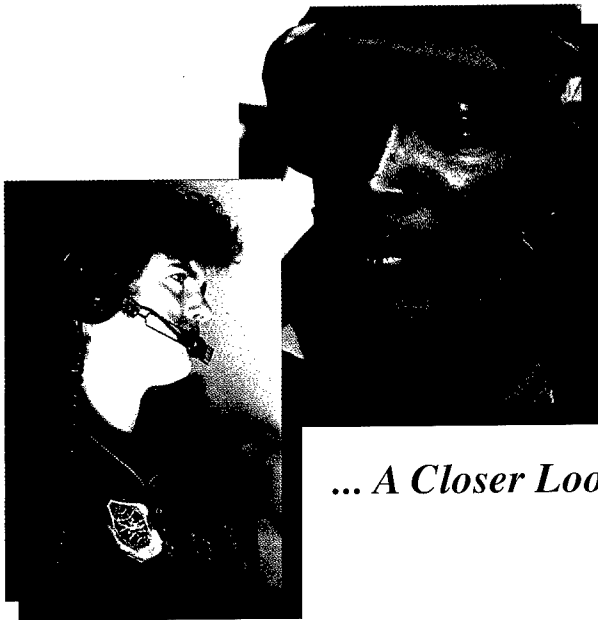
**Communications** - *Common understanding and respect, lateral and vertical.*

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## **Joint Staff Strategic Quality Goals**

- 1. Continuously enhance joint capabilities of the US Armed Forces**
- 2. Provide effective and timely military advice**
- 3. Anticipate and adapt to constant change**
- 4. Optimize use of available resources**
- 5. Improve internal and external communications**



*... A Closer Look*

Goal #1: \_\_\_\_\_Q

*Continuously Enhance Joint  
Capabilities of the US Armed Forces*

1. The Joint Staff is the pre-eminent senior military staff in the United States, and, as such, is the role model for all staffs. We will strive to satisfy all our varied customers by strengthening our processes and lines of communication between CJCS customers and the Joint Staff in wartime, peacetime, and crisis. We will increase synergy through blended Service capabilities and attributes. We will always strive to increase joint resource efficiency by a blending of capabilities, doctrine, and equipment.

- 1.1 Strengthen processes in wartime, peacetime, and crisis.
- 1.2 Improve the interoperability and efficiencies of Service capabilities.





## Goal #2:

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### *Provide effective and timely military advice*

2. We take our responsibility to provide the best possible military data, information, and recommendations for the CJCS and the Joint Chiefs very seriously. Our advice is timely and provided while policy is evolving, not after it is set. The staff will be proactive, less reactive. The execution of Joint Staff advice and recommendations will bear out the effectiveness of the advice and the outcomes will always be consistent with US strategic objectives.

- 2.1 Promote proactive staff processes.



## Goal #3

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### *Anticipate and adapt to constant change*

3. In the rapidly changing foreign and domestic situations that affect us, we must be as flexible in our responses as we are firm in our dedication to mission accomplishment. We will keep one eye on the future, reduce organizational process complexities, and institutionalize sharing of information and trends in the future. We will increase teaming across directorates and across the Joint Staff and use short-term, long-term, and cross-functional teams. We will aim for increased leveraging of external resources (e.g., CINCs, Defense agencies, industry, military and civilian think tanks). We will reduce organizational redundancies, reduce the ratio of staff to workload, and aim for a more streamlined organization.

- 3.1 Create an organization that understands and responds to a constantly changing environment.

- 3.2 Create an organizational environment that prepares people for change by keeping them informed and involving them in changes as they occur.

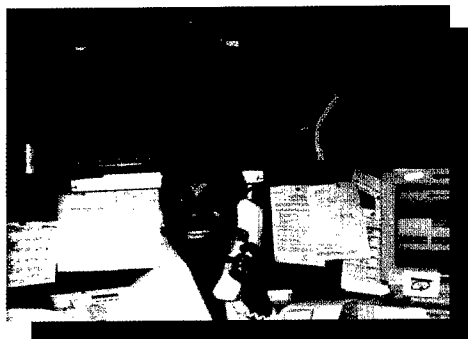


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*Optimize use of available resources*

**4. We will improve our work environment (e.g., space, workhours, communication, and appreciation). We will strive to make the workload more level across the staff, and we will acquire the capability to expand and contract resources to meet changing workload requirements. We will ensure that the Joint Staff remains ahead of the power curve both in quality and efficiency of work produced.**

- **4.1 Promote flexible resource allocation to respond to the dynamics of change.**
- **4.2 Support improvements to the Joint Staff work environment to enhance the quality and efficiency of the work produced.**



## Goal #5:

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### *Improve internal and external communications*

5. We will strive for seamless communications between the Joint Staff and all CJCS customers. A shortened Joint Staff decision loop will give us better leverage in meeting the challenges of national security. The Joint Staff will implement increased security awareness and, at the same time, stress timely dissemination of decisions and fewer devices for communicating. Empowered action officers will be able to make decisions commensurate with their position, and we will improve internal, external, vertical, and horizontal communications so that all get the word. The Joint Staff will implement more video conferencing, resulting in less travel.



- 5.1 Refine communications processes, relationships, and technologies to improve decisionmaking.



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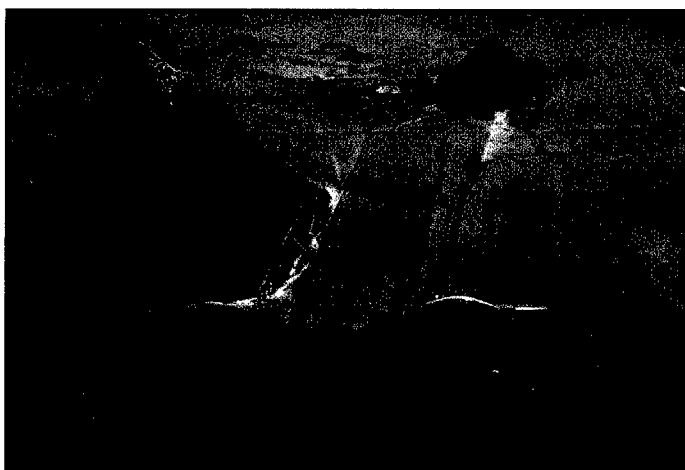
## **Joint Staff Core Processes**

The functions listed below are essential to the mission of the Joint Staff:

- **Provide Defense and National Security Advice to NCA**
- **Develop US Joint/Combined Defense Policy, Strategy, and Doctrine**
- **Provide Joint/Combined Defense Requirements and Capabilities Assessment**
- **Recommend Defense Resource Allocation**
- **Plan, Coordinate and Direct Joint/Combined Operations**



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## **Q Joint Staff Directorate Missions and Goals**

### **J-1 Directorate for Manpower and Personnel**

#### **J-1 Mission**

*Consistently  
outstanding manpower  
and personnel advice  
and support*

To provide the CJCS consistently outstanding manpower and personnel advice and support, thus ensuring maximum readiness and sustainability of the total force.

#### **J-1 Goals**

1. Improve communication, understanding, and cooperation between the J-1 and our customers.
2. Enhance total force readiness by identifying, analyzing, and acting on manpower and personnel issues through the Joint Warfighting Capabilities Assessment (JWCA)/Joint Monthly Readiness Review (JMRR) process.
3. Optimize the Joint Staff organization to support the CJCS and JCS.
4. Obtain highly qualified people for the Joint Staff.
5. Provide high quality manpower and personnel support to the staff and other agencies.





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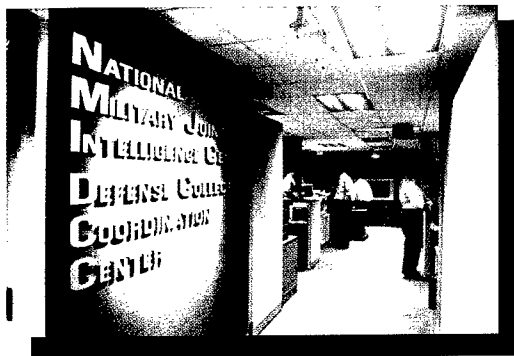
## J-2 Directorate for Intelligence

### J-2 Mission

*National level focal  
point for crisis  
intelligence support to  
military operations*

The Directorate for Intelligence, J-2, supports the Chairman of the Joint Chiefs of Staff, Office of the Secretary of Defense, Joint Staff, and unified commands. The J-2 is the national level focal point for crisis intelligence support to military operations, indications and warning intelligence in DOD, and unified command intelligence requirements. J-2 coordinates joint intelligence doctrine and

architecture and manages intelligence for joint warfighting assessments. J-2 is the Intelligence Community manager for support to military operations (SMO), and is the Director of the Joint Warfighting Capabilities Assessments



for Intelligence, Surveillance and Reconnaissance under the Joint Requirements Oversight Council process.

## J-2 Goals

1. Provide the best warfighting intelligence support in the world.
2. Enhance intelligence resource readiness to better support warfighting requirements.
3. Optimize processes and procedures to best accomplish J-2's missions.
4. Adapt to change in a positive and constructive way.
5. Emphasize leadership and mentoring.
6. Involve subordinates, encourage communication, and recognize achievement.
7. Improve the working environment.
8. Facilitate connectivity. Utilize technology. Become more efficient and effective.
9. Press the positive leading edges of constructive change.
10. Project the J-2 culture out into the US military intelligence community.

*Provide the best  
warfighting intelligence  
support in the world*



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## **J-3 Directorate for Operations**

### **J-3 Mission**

*Military advice and  
support to the CJCS*

We assist the Chairman of the Joint Chiefs of Staff in carrying out his responsibilities as the principal military adviser to the National Command Authorities (NCA) by developing and providing guidance to the combatant commands and by relaying communications between the NCA and the CINCs regarding current operations and plans.



### **J-3 Goals**

The J-3 exists to provide the best possible military advice and support to the CJCS, the NCA, and the warfighting CINCs. Our overarching goal is to ensure the warfighting CINCs are provided with the resources necessary to most effectively accomplish their mission. We are organized to:

1. Provide the CJCS, NCA and CINCs with a real-time picture of current operations in key areas.

2. Provide the leadership and CINC staffs with a single point of contact for current plans across the spectrum of operations to include conventional operations, special technical operations, reconnaissance operations, special operations, and counternarcotics operations.

3. Provide functional expertise in the areas of nuclear operations, command and control, space operations, and readiness.

4. Ensure future operational requirements identified through joint readiness reviews are addressed in the JWCA process.

5. Ensure that the warfighting CINCs' views are accurately represented so that the CJCS and NCA receive the best possible military advice.

*Our organization is supported in achieving these goals by the following guiding principles:*

6. Responsibility and authority are delegated to the lowest practical level so that everyone in J-3 has the opportunity to work to their full potential.

7. Our organization and our procedures are flattened and streamlined to most efficiently connect the area expert to the senior decision-maker.

8. In accomplishing the J-3 mission, our focus is continually on joint and, when appropriate, combined operations.



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## **J-4 Director for Logistics**

### **J-4 Mission**

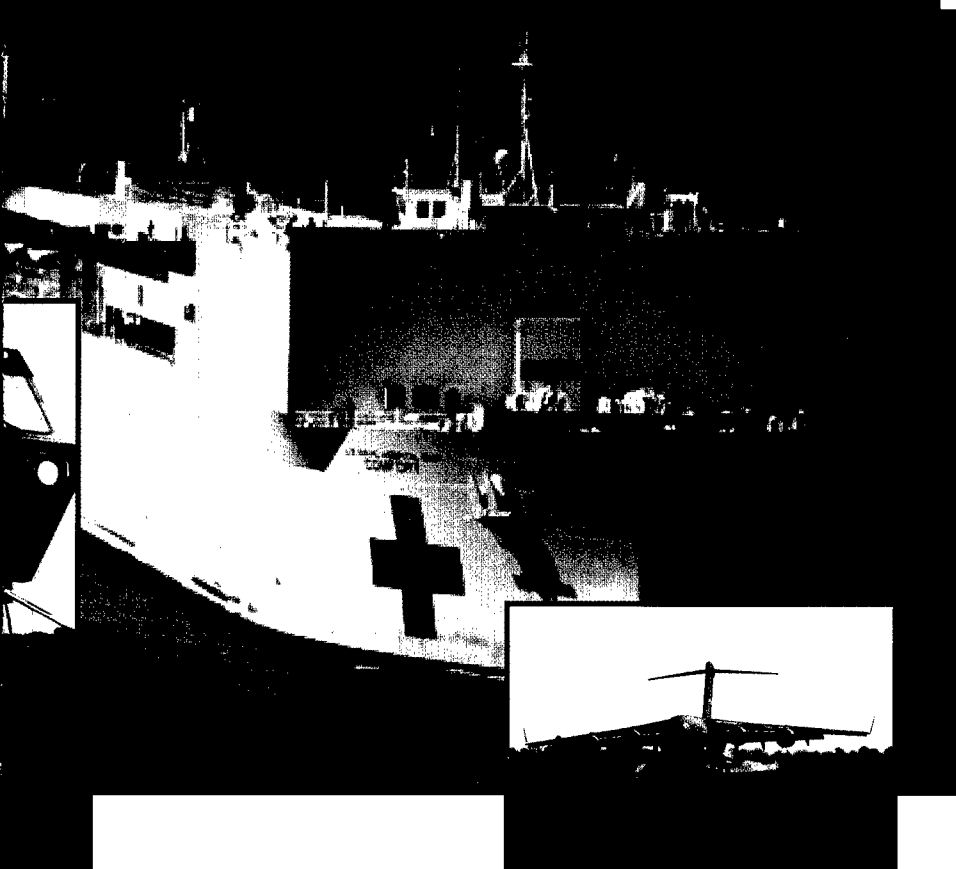
*Supporting today's  
operations; shaping  
logistics for tomorrow*

**Support the Chairman and his customers in  
executing today's operations and in shaping  
logistics for tomorrow.**

### **J-4 Goals**

- 1. Continuously enhance joint logistics capabilities of US Armed Forces.**
- 2. Determine and defend logistics requirements of the warfighting CINCs in the JWCA and JMRR processes.**
- 3. Continue to provide effective and timely military logistics advice.**
- 4. Anticipate requirements and adapt logistics capabilities to constant change.**
- 5. Optimize utilization of available logistics resources.**
- 6. Improve internal and external logistics communications.**





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### J-5 Directorate for Strategic Plans and Policy

*Strategy, planning  
guidance, and policy  
for operations,  
organizational issues,  
politico-military affairs,  
and international  
negotiations*

#### J-5 Mission

Prepare strategy, planning guidance, and policy for operations, organizational issues, politico-military affairs, and international negotiations—in coordination with the combatant commands, the Services, OSD, the interagency, and international organizations.

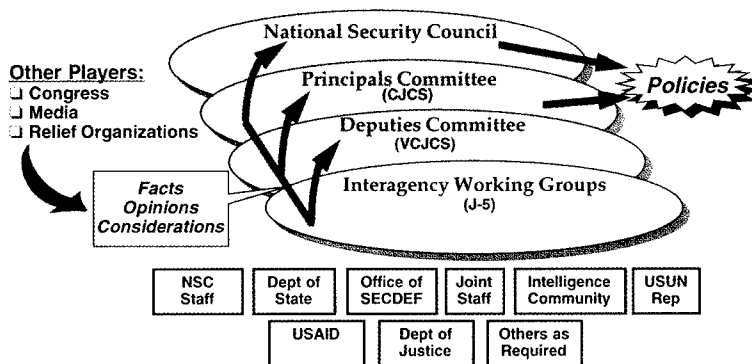
#### J-5 Goals

*Providing  
decisionmakers with  
what they need*

1. Provide the Chairman of the Joint Chiefs of Staff, Joint Chiefs of Staff, and CINCs with responsive strategy and policy insights, options, and implications for evolving world events.
2. Provide the CINCs and Services with effective strategic guidance for preparation of operational plans and programs to meet emerging requirements.
3. Enhance strong relationships with CINCs, Services, interagency, OSD, and other Joint Staff elements.
4. Create organizational structure that is adaptive in nature such that it enhances response capability.
5. Formulate efficient and effective methods for providing decisionmakers with what they need.
6. Continue to provide Action Officers with the critical information necessary to complete the task more efficiently and effectively, the first time.

7. Emphasize joint capabilities of US military in foreign military interaction and other international fora.
8. Enhance quality of life.
9. Optimize evaluation functions assigned under the JWCA process.

### Interagency Process



The Chairman of the Joint Chiefs of Staff is the Principal Military Advisor to the President, The National Security Council, and the Secretary of Defense.



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## **J-6 Director for Command, Control, Communications, and Computer Systems**

### **J-6 Mission**

*Visionary C4 for the  
warrior*

We are the Directorate for C4 Systems. As the Joint Staff experts on C4, our mission is to:  
**PROVIDE** the CJCS advice and recommendations on C4 matters;  
**SUPPORT** warfighters from the CINC to the shooter;  
**LEAD** the C4 community;  
**OVERSEE** C4 support for the National Military Command System.

### **J-6 Goals**

1. Be the premier C4 staff in the world.
2. Be the information technology visionaries and the conceptual architects for satisfying future warfighter information requirements.
3. Provide the best tools for command and operations of America's high quality, high technology forces to ensure dominant battlespace knowledge in peace and war, at home and abroad.



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4. Team with the CINCs, Services, agencies, and industry to advance the Nation's information supremacy to enable us to fight and win.
5. Optimize Joint warfighting C4 capabilities through the JWCA and the Joint Requirements Oversight Council (JROC) processes.



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### J-7 Directorate for Operational Plans and Interoperability

#### J-7 Mission

*Ensure joint interoperability through joint operations plans; joint doctrine; joint training, exercises, models, and simulations; and joint professional military education*

Prepare joint forces for the full range of military operations, especially fighting and winning our Nation's wars. Ensure joint interoperability by: stewarding operational plans; ensuring the best possible guidance is developed and contained in joint doctrine; developing challenging and meaningful joint training and exercises, using realistic joint models and simulations; establishing well-thought-out joint leader-development and education programs; and evaluating, assessing, and/or analyzing all these efforts.

#### J-7 Goals

*Enhance joint capabilities*

1. Enhance our joint capabilities by improving Service interoperability through:
  - a. Continuing our Better Plans Initiatives.
  - b. Enhancing the quality and universal practice of joint doctrine.
  - c. Focusing joint training and exercises.
  - d. Using better joint models and simulations.
  - e. Achieving more relevant professional military education.
  - f. Assessing more exercise and real-world operations.
  - g. Ensuring active involvement in both the JWCA and JROC processes.

*Provide timely, effective advice*

2. Provide effective and timely military advice by:
  - a. Considering first the needs of the unified commands and the Armed Forces as a whole.
  - b. Understanding a priori the second and third order effects of advice.

c. Paying attention to accuracy and the appropriate level of detail.

**3. Anticipate and adapt to constant change by:**

Promoting an environment of critical and creative thinking that will nurture assessment of world realities in order to rapidly adapt planning, joint doctrine, training, exercises, modeling and simulation, education, and evaluation and assessment.

**4. Optimize use of resources by:**

- a. Reducing irrelevant taskings.
- b. Encouraging physical fitness.
- c. Providing career enhancement opportunities.
- d. Ensuring that our fiscal resources are focused on the CINCs' warfighting needs.

**5. Improve communications by:**

- a. Breaking down communication barriers within J-7.
- b. Increasing productivity in the automation environment.
- c. Developing seamless communications with the Joint Warfighting Center, the Joint Staff, CINCs, Services, and supporting agencies/components.



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### J-8 Director for Force Structure, Resources and Assessment

#### J-8 Mission

*High quality analysis  
and assessment of  
national defense issues*

We will provide timely, accurate, high quality analysis and assessment of national defense issues to enable decision-makers to arrive at the best decisions for force structure, requirements, and resources.

#### J-8 Goals

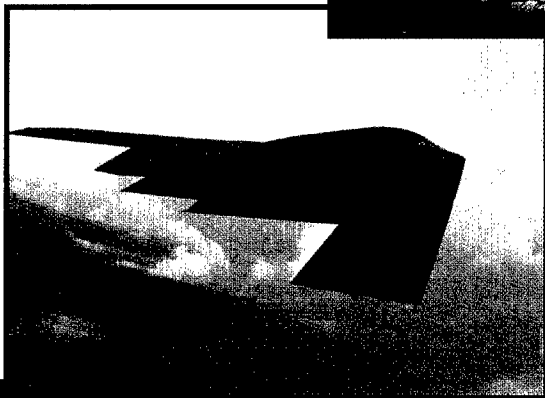
1. To continually enhance joint capabilities of US Armed Forces:
  - a. Integrate and synchronize all assessment functions with the Joint Warfighting Capabilities Assessment process.
  - b. Integrate the CINCs, Services, and agencies into the J-8 process.
  - c. Integrate allied and friendly nations into the J-8 processes as appropriate.
2. To provide effective and timely military advice:
  - a. Acquire and maintain the appropriate tools to achieve our mission.
  - b. Better integrate J-8 functions which support requirements definition, acquisition management and the planning, programming, and budgeting systems process.
  - c. Develop the premier joint warfighting analysis capability in DOD.
3. To anticipate and adapt to constant change:
  - a. Establish a strategic forecasting process.
  - b. Identify and periodically review J-8's core processes to adjust and maintain our focus.

*Anticipate and adapt to  
constant change*

- c. Continually improve time/task management at all levels.
- d. Provide timely and appropriate training for all necessary skills.

**4. To optimize use of available resources:**

- a. Improve internal and external communications.
- b. Improve staff and executive interface process.
- c. Empower staff at the appropriate level.
- d. Eliminate negative competition.
- e. Level workload.
- f. Provide high quality working environment.



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## Joint Staff Director of Management (DOM)

### DOM Mission

Provide quality information and support services.

*Quality information  
and support services*

### DOM Goals

1. Adopt a culture of quality in all we do.
2. Create a work environment that inspires trust, teamwork, and continual improvement.
3. Exceed customers' needs with state of the art information, security, and support services.
4. Promote open communications to proactively reduce inefficiencies and management change.
5. Increase strategic planning in our way of doing business.



## **The Way Ahead**

**America has the finest military in the world today, ready to meet challenges around the world because our Service men and women are the best trained, best equipped, and best led--a joint force team of extraordinary QUALITY and unwavering commitment. As the Nation's premier military staff, the Joint Staff will lead this quality force by example, and will embody those quality principles required for continuous force-wide improvement. These quality principles, and tools such as the Strategic Plan, will guide our actions as we preserve our core strengths, protect our Nation's worldwide interests, and prepare for the many new challenges of the future.**





## CJCS Vision

### **America's Military Shaping the Future: Quality People Trained, Equipped, & Ready for Joint Operations**

Guided by Joint Doctrine   Empowered by World Class Leadership Schooled in Joint Military Operations   Advantaged by America's Revolutionary Technology  
Rapidly Deployable Worldwide and Tactically Mobile as Never Before   Enabled Through Dominant Battlefield Awareness

### **Persuasive in Peace-- Decisive in War: Preeminent in Any Form of Conflict**



## **What the Joint Staff Must be Able to Do**

### Joint Staff Mission

The Joint Staff...A team of professionals supporting the Chairman and the JCS, meeting the Nation's security challenges... now and into the next century.

## **JOINT STAFF STRATEGY AT A GLANCE**

### **How do we Achieve that Capability?**

#### Joint Staff Core Processes

1. Provide Defense and National Security advice to NCA
2. Develop US Joint/Combined Defense Policy, Strategy, and Doctrine
3. Provide Joint/Combined Defense Requirements and Capabilities Assessment
4. Recommend Defense Resource Allocation
5. Plan, Coordinate, and Direct Joint/Combined Operations

#### Joint Staff Goals

1. Continuously enhance joint capabilities of the US Armed Forces
2. Provide effective and timely military advice
3. Anticipate and adapt to constant change
4. Optimize use of available resources
5. Improve internal and external communications

#### Objectives

- 1.1 Strengthen processes in wartime, peacetime, and crisis
- 1.2 Improve the interoperability and efficiencies of Service capabilities
- 2.1 Promote proactive staff processes
- 3.1 Create an organization that understands and responds to a constantly changing environment
- 3.2 Create an organizational environment that prepares people for change by keeping them informed and involving them in changes as they occur
- 4.1 Promote flexible resource allocation to respond to the dynamics of change
- 4.2 Support improvements to the Joint Staff work environment to enhance the quality and efficiency of the work produced
- 5.1 Refine communications processes, relationships, and technologies to improve decision making

## 1.2 Improve the interoperability and efficiencies of Service capabilities

### 2.1 Promote proactive staff processes

#### 3.1 Create an organization that understands and responds to a constantly changing environment

#### 3.2 Create an organizational environment that prepares people for change by keeping them informed and involving them in changes as they occur

#### 4.1 Promote flexible resource allocation to respond to the dynamics of change

#### 4.2 Support improvements to the Joint Staff work environment to enhance the quality and efficiency of the work produced

#### 5.1 Refine communications processes, relationships, and technologies to improve decision making

## What Must the Directorates Do To Support the Goals?

<b>J-1 Mission</b> To provide the CJCS consistently outstanding manpower and personnel advice and support, thus ensuring maximum readiness and sustainability of the total force.	<b>J-2 Mission</b> The Directorate for Intelligence, J-2, supports the Chairman of the Joint Chiefs of Staff, Office of the Secretary of Defense, Joint Staff, and unified commands. The J-2 is the national level focal point for crisis intelligence support to military operations, indications and warning intelligence in DOD, and unified command intelligence requirements. J-2 coordinates joint intelligence doctrine and architecture and manages intelligence for joint warfighting assessments. J-2 is the Intelligence Community manager for support to military operations (SMO), and is the Director of the Joint Warfighting Capabilities Assessments for Intelligence, Surveillance and Reconnaissance under the Joint Requirements Oversight Council process.	<b>J-3 Mission</b> We assist the Chairman of the Joint Chiefs of Staff in carrying out his responsibilities as the principal military advisor to the NCA by developing and providing guidance to the combatant commands, and by relaying communications between the NCA and the CINCs regarding current operations and plans.	<b>J-4 Mission</b> Support the Chairman and his customers in executing today's operations and in shaping logistics for tomorrow.	<b>J-5 Mission</b> Prepare strategy, planning guidance, and policy for operations, organizational issues, politico-military affairs, and international negotiations—in coordination with the combatant commands, the Services, OSD, the interagency, and international organizations.
<b>J-1 Goals</b> <ol style="list-style-type: none"><li>1. Improve communication, understanding, and cooperation between the J-1 and our customers.</li><li>2. Enhance total force readiness by identifying, analyzing, and acting on manpower and personnel issues through the Joint Warfighting Capabilities Assessment (JWCA) /Joint Monthly Readiness Review (JMRR) process.</li><li>3. Optimize the Joint Staff organization to support the CJCS and JCS.</li><li>4. Obtain highly qualified people for the Joint Staff.</li><li>5. Provide high quality manpower and personnel support to the staff and other agencies.</li></ol>	<b>J-2 Goals</b> <ol style="list-style-type: none"><li>1. Provide the best warfighting intelligence support in the world.</li><li>2. Enhance intelligence resource readiness to better support warfighting requirements.</li><li>3. Optimize processes and procedures to best accomplish J-2's missions.</li><li>4. Adapt to change in a positive and constructive way.</li><li>5. Emphasize leadership and mentoring.</li><li>6. Involve subordinates, encourage communication, and recognize achievement.</li><li>7. Improve the working environment.</li><li>8. Facilitate connectivity. Utilize technology. Become more efficient and effective.</li><li>9. Press the positive leading edges of constructive change.</li><li>10. Project the J-2 culture out into the US military intelligence community.</li></ol>	<b>J-3 Goals</b> <p>The J-3 exists to provide the best possible military advice and support to the CJCS, the NCA and the warfighting CINCs. Our overarching goal is to ensure the warfighting CINCs are provided with the resources necessary to most effectively accomplish their mission. We are organized to:</p> <ol style="list-style-type: none"><li>1. Provide the CJCS, NCA and CINCs with a real time picture of Current Operations in key areas.</li><li>2. Provide the leadership and CINC staffs with a single point of contact for Current Plans across the spectrum of operations to include conventional ops, special technical ops, reconnaissance ops, special operations and counter narcotics operations.</li><li>3. Provide functional expertise in the areas of nuclear operations, command and control, space operations and readiness.</li><li>4. Ensure future operational requirements identified through joint readiness reviews are addressed in the JWCA process.</li><li>5. Ensure that the warfighting CINC's views are accurately represented so that the CJCS and NCA receive the best possible military advice.</li><li>6. Responsibility and authority are delegated to the lowest practical level so that everyone in J-3 has the opportunity to work to their full potential.</li><li>7. Our organization and our procedures are flattened and streamlined to most efficiently connect the area expert to the senior decision-maker.</li><li>8. In accomplishing the J-3 mission, our focus is continually on joint and, when appropriate, combined operations.</li></ol>	<b>J-4 Goals</b> <ol style="list-style-type: none"><li>1. Continuously enhance joint logistics capabilities of US Armed Forces.</li><li>2. Determine and defend logistics requirements of warfighting CINCs in the JWCA and JMRR processes.</li><li>3. Continue to provide effective and timely military logistics advice.</li><li>4. Anticipate requirements and adapt logistics capabilities to constant change.</li><li>5. Optimize utilization of available logistics resources.</li><li>6. Improve internal/external logistics communications.</li></ol>	<b>J-5 Goals</b> <ol style="list-style-type: none"><li>1. Provide the Chairman of the Joint Chiefs of Staff, Joint Chiefs of Staff, and CINCs with responsive strategy and policy insights, options, and implications for evolving world events.</li><li>2. Provide the CINCs and Services with effective strategic guidance for preparation of operational plans and programs to meet emerging requirements.</li><li>3. Enhance strong relationships with CINCs, Services, Interagency, OSD, and other Joint Staff elements.</li><li>4. Create organizational structure that is adaptive in nature such that it enhances response capability.</li><li>5. Formulate efficient and effective methods for providing decision makers with what they need.</li><li>6. Continue to provide Action Officers with critical information necessary to complete the task more efficiently and effectively, the first time.</li><li>7. Emphasize joint capabilities of US military in foreign military interaction and other international fora.</li><li>8. Enhance quality of life.</li><li>9. Optimize evaluation functions assigned under the JWCA process.</li></ol>
<b>J-6 Mission</b> We are the Directorate for C4 Systems. As the Joint Staff experts on C4, our mission is to:	<b>J-7 Mission</b> Prepare joint forces for the full range of military operations, especially fighting and winning our Nation's wars. Ensure joint interoperability by: stewarding operational plans; ensuring the best possible guidance is developed and contained in joint doctrine; developing challenging and meaningful joint training and exercises, using realistic joint models and			<b>J-8 Mission</b> We will provide timely, accurate, high quality analysis and assessment of national defense issues to enable decisions makers to arrive at the best decisions for force structure, requirements, and resources.
<b>J-6 Mission</b> Provide quality information and support services	<b>DOM Mission</b>			

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<p><b>J-6 Mission</b></p> <p>We are the Directorate for C4 Systems. As the Joint Staff experts on C4, our mission is to:</p> <p>PROVIDE the C4/C5 advice and recommendations on C4 matters;</p> <p>SUPPORT warfighters from the CINC to the shooter;</p> <p>LEAD the C4 community;</p> <p>OVERSEE C4 support for the National Military Command System.</p> <p><b>J-6 Goals</b></p> <p>Be the premier C4 staff in the world.</p> <p>Be the information technology visionaries and the conceptual architects for satisfying future warfighter information requirements.</p> <p>Provide the best tools for command and operations of America's high quality, high technology forces to ensure dominant battlespace knowledge in peace and war, at home and abroad.</p> <p>Team with the CINCs, Services, agencies, and industry to advance the Nation's information supremacy to enable us to fight and win.</p> <p>Optimize Joint warfighting C4 capabilities through the JWCA and the Joint Requirements Oversight Council (JROC) processes.</p>	<p>6. Involve subordinates, encourage communication, and recognize achievement.</p> <p>7. Improve the working environment.</p> <p>8. Facilitate connectivity. Utilize technology. Become more efficient and effective.</p> <p>9. Press the positive leading edges of constructive change.</p> <p>10. Project the J-2 culture out into the US military intelligence community.</p>	<p>practical level so that everyone in J-3 has the opportunity to work to their full potential.</p> <p>7. Our organization and our procedures are flattened and streamlined to most efficiently connect the area expert to the senior decision-maker.</p> <p>8. In accomplishing the J-3 mission, our focus is continually on joint and, when appropriate, combined operations.</p>	<p>5. Optimize utilization of available logistics resources.</p> <p>6. Improve internal/external logistics communications.</p>	<p>7. Emphasize joint capabilities of US military in foreign military interaction and other international fora.</p> <p>8. Enhance quality of life.</p> <p>9. Optimize evaluation functions assigned under the JWCA process.</p>	<p><b>J-6 Mission</b></p> <p>Prepare joint forces for the full range of military operations, especially fighting and winning our Nation's wars. Ensure joint interoperability by: stewarding operational plans; ensuring the best possible guidance is developed and contained in joint doctrine; developing challenging and meaningful joint training and exercises, using realistic joint models and simulations; establishing well-thought-out joint leader-development and education programs; and evaluating, assessing, and/or analyzing all these efforts.</p> <p><b>J-7 Goals</b></p> <p>1. Enhance our joint capabilities by improving Service interoperability through:</p> <ul style="list-style-type: none"> <li>a. Continuing our Better Plans Initiatives.</li> <li>b. Enhancing the quality and universal practice of joint doctrine.</li> <li>c. Focusing joint training and exercises.</li> <li>d. Using better joint models and simulations.</li> <li>e. Achieving more relevant professional military education.</li> <li>f. Assessing more exercise and real-world operations.</li> <li>g. Ensuring active involvement in both the JWCA and JROC processes.</li> </ul> <p>2. Provide effective and timely military advice by:</p> <ul style="list-style-type: none"> <li>a. Considering first the needs of the unified commands and the Armed Forces as a whole.</li> <li>b. Understanding a priori the second and third order effects of advice.</li> <li>c. Paying attention to accuracy and the appropriate level of detail.</li> </ul> <p>3. Anticipate and adapt to constant change by:</p> <p>Promoting an environment of critical and creative thinking that will nurture assessment of world realities in order to rapidly adapt planning, joint doctrine, training, exercises, modeling and simulation, education, and evaluation and assessment.</p> <p>4. Optimize use of resources by:</p> <ul style="list-style-type: none"> <li>a. Reducing irrelevant tasks.</li> <li>b. Encouraging physical fitness.</li> <li>c. Eliminating unnecessary "overtime."</li> <li>d. Providing career enhancement opportunities.</li> <li>e. Ensuring that our fiscal resources are focused on the CINCs' warfighting needs.</li> </ul> <p>5. Improve communications by:</p> <ul style="list-style-type: none"> <li>a. Breaking down communication barriers within J-7.</li> <li>b. Increasing productivity in the automation environment.</li> <li>c. Developing seamless communications with the Joint Warfighting Center, the Joint Staff, CINCs, Services and supporting agencies/components.</li> </ul>	<p><b>J-7 Mission</b></p>	<p><b>J-8 Mission</b></p> <p>We will provide timely, accurate, high quality analysis and assessment of national defense issues to enable decisions makers to arrive at the best decisions for force structure, requirements, and resources.</p> <p><b>J-8 Goals</b></p> <ul style="list-style-type: none"> <li>1. a. Integrate and synchronize all assessment functions with the Joint Warfighting Capabilities Assessment process.</li> <li>b. Integrate the CINCs, Services, and agencies into the J-8 process.</li> <li>c. Integrate allied and friendly nations into the J-8 processes as appropriate.</li> <li>2. a. Acquire and maintain the appropriate tools to achieve our mission.</li> <li>b. Better integrate J-8 functions which support requirements definition, acquisition management, and the planning, programming, and budgeting system process.</li> <li>c. Develop the premier joint warfighting analysis capability in DOD.</li> <li>3. a. Establish a strategic forecasting process.</li> <li>b. Identify and periodically review J-8's core processes to adjust and maintain our focus.</li> <li>c. Continually improve time/task management at all levels.</li> <li>d. Provide timely and appropriate training at all necessary skills.</li> <li>4. a. Improve internal and external communications.</li> <li>b. Improve staff and executive interface process.</li> <li>c. Empower staff at the appropriate level.</li> <li>d. Eliminate negative competition.</li> <li>e. Level workload.</li> <li>f. Provide high quality working environment.</li> </ul>	<p><b>J-8 Mission</b></p>	<p><b>DOM Mission</b></p> <p>Provide quality information and support services</p> <p><b>DOM Goals</b></p> <ul style="list-style-type: none"> <li>1. Adopt a culture of quality in all we do.</li> <li>2. Create a work environment that inspires trust, teamwork, and continual improvement.</li> <li>3. Exceed customers' needs with state of the art information, security, and support services.</li> <li>4. Promote open communications to proactively reduce inefficiencies and management change.</li> <li>5. Increase strategic planning in our way of doing business.</li> </ul>
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